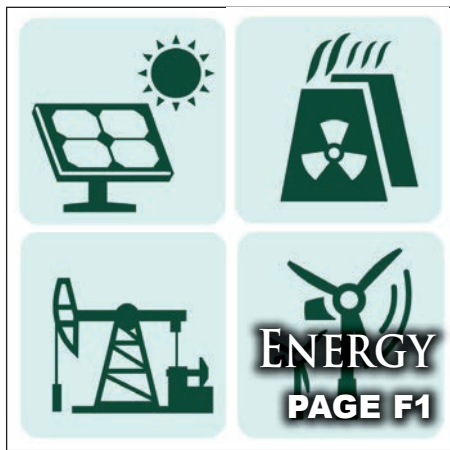


## Focus



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## Amazon to build \$200M facility in Salt Lake Co.

**Brice Wallace**  
*The Enterprise*

Three companies have announced plans to place or expand operations in Utah, led by a \$200 million Amazon regional fulfillment center in Salt Lake County.

Amazon Fulfillment Services Inc., Alliance Data Systems Inc. and Podium Inc.

announced the projects last week after the companies were approved for state tax credit incentives by the Governor's Office of Economic Development (GOED) board. The incentives are tied to the creation of 661 jobs over the next few years.

"This has been great," board chairman Mel Lavitt said following the incentive ap-

**see GOED pg. 5**

## Utah home price increase running ahead of nation

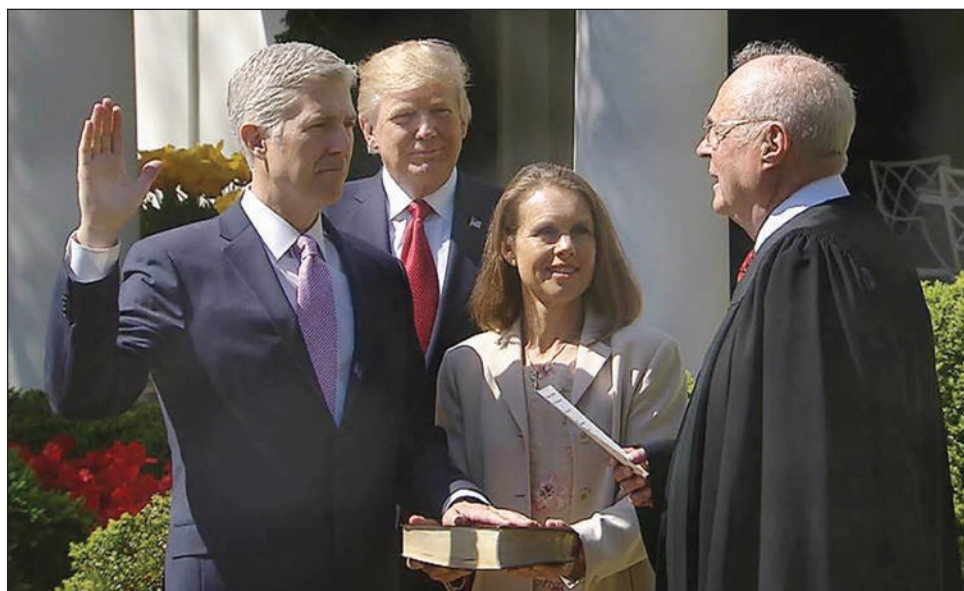
Utah home price increases continue to run well above the national average, according to new data released by CoreLogic, a property information and analytics company based in Irvine, California. In the Salt Lake City market, home prices have increased by 9.4 percent since last April compared with a nationwide average of 6.9 percent.

The CoreLogic Home Price Index showed that on a month-over-month basis, Utah prices increased 1.3 percent from March to April, CoreLogic said. All of the prices reported include distressed sales — those including foreclosures and short-sale transactions.

Meanwhile, the CoreLogic HPI Forecast indicates that home prices nationwide will increase by 5.1 percent on a year-over-year basis from April 2017 to April 2018, and on a month-over-month basis home prices are expected to increase by 0.7 percent from April 2017 to May 2017. The CoreLogic HPI Forecast is a projection of home prices using the CoreLogic HPI and other economic variables. Values are derived from state-level forecasts by weighting indices according to the number of owner-occupied households for each state.

"Mortgage rates in April dipped back to their lowest level since November last year, spurring home-buying activity," said Frank Nothaft, chief economist for CoreLogic. "In some metro areas, there has been a bidding frenzy as multiple contracts are placed on a single home. This has led home-price growth to outpace rent gains. Nationally, home prices were up 6.9 percent over the last year, while rent growth for single-family rental homes recorded a 3 percent rise through April, according to the CoreLogic Single-Family Rental Index."

"Interest rates on fixed-rate mortgages are down by one-fourth of a percentage point since mid-March, just in time to support the spring home-buying season," said Frank Martell, president and CEO of CoreLogic. "Some metro areas have low for-sale inventory, short time-on-market trends and homes that sell above the list price. Geographically, gains were strongest in the West, with Washington and Utah posting double-digit gains."



Neil Gorsuch (left) is sworn in April 10 as a U.S. Supreme Court justice by Justice Anthony Kennedy, for whom Gorsuch once clerked, as President Donald Trump and Gorsuch's wife, Louise Gorsuch, watch. At a recent Parsons Behle & Latimer Employment Law Seminar in Salt Lake City, the Gorsuch appointment was deemed the most important action so far in the Trump administration for its possible future impacts on employment law because of Gorsuch's conservatism.

## Seminar: Trump likely to have deep employment law impact

**Brice Wallace**  
*The Enterprise*

Employers could be in store for a lot of employment law changes under the President Trump administration.

That was the gist of presentations at the recent 29th annual Parsons Behle & Latimer Employment Law Seminar in Salt Lake City, although many of the comments featured "we'll wait and see" caveats.

"Whether you support him or oppose him or like him or dislike him, the reality is that he already has had, and will continue to have, a profound impact on employment law in this country," Derek Langton said of the president. Langton is a shareholder at the firm and a member of its employment law practice group.

"President Trump, as a candidate, re-

**see TRUMP pg. 18**



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## Refinancing is saving Utahns thousands

Salt Lake County homeowners are saving an average of \$2,457 per year by refinancing mortgages, but that pales when compared to Summit County's average of \$5,594.

Statistics about refinancing savings were released last week by SmartAsset, a New York-based financial technology company. Its third annual study of mortgage refinancing shows that Salt Lake County has an average refinance amount of \$236,625 and annual savings countywide of more than \$86 million.

Summit County has an average refinance amount of \$538,826, with annual county savings of \$12.7 million.

The study applied the aver-

age national pre- and post-refinance interest rates to the total balance of refinanced mortgages in each county to see where residents were saving the most money.

Los Angeles leads the nation in total refinance savings, with Salt Lake County ranking 24th nationally and Utah County 76th nationally. Savings per refinanced loan is led by Pitkin County, Colorado. Summit County is ranked 17th nationally and Wasatch County was 78th nationally.

Average refinance amounts for the top 10 Utah counties are Salt Lake, \$2,457; Utah, \$2,405; Davis, \$2,339; Weber, \$1,898; Summit, \$5,594; Washington, \$2,219; Cache, \$1,903; Tooele, \$2,041; Wasatch, \$3,334; and

Box Elder, \$1,771.

The average refinance amounts are Salt Lake \$232,625; Utah, \$231,654; Davis, \$225,257; Weber, \$182,795; Summit, \$538,826; Washington, \$213,684; Cache, \$183,289; Tooele, \$196,587; Wasatch, \$321,155; and Box Elder, \$170,586.

Annual total county savings are Salt Lake, \$86 million; Utah, \$44.2 million; Davis, \$27.9 million; Weber, \$15.4 million; Summit, \$12.7 million; Washington, \$12.7 million; Cache, \$5.6 million; Tooele, \$5 million; Wasatch, \$4.2 million; and Box Elder, \$2.5 million.

Study details and an interactive map are at <https://smartasset.com/refinance/refinance-calculator#Utah>.



Many Utah communities, such as Helper in Carbon County, rely heavily on coal mining to stay economically healthy. A new report from Utah Foundation finds that these areas may have to diversify to stay prosperous.

## USTAR tabs Somers as new director

Utah Science Technology and Research (USTAR) has named Brian Somers as its new managing director, according to a statement from the organization.



Brian Somers

"We are fortunate to have Brian join our team as managing director," said Ivy Estabrooke, USTAR executive director.

"[He] brings impressive expertise and talent to USTAR."

Somers came to USTAR from the Utah Department of Heritage and Arts, where he served as the deputy director and oversaw management, operations, policy and legislative issues for the department and its six divisions.

In prior positions, Somers was the director of communications for U.S. Rep. Mia Love's first campaign and served in the office of Gov. Gary R. Herbert as a member of the governor's communications team and as his speechwriter. Previously, he worked as a contract

consultant and provided strategic marketing, branding and communications planning for public- and private-sector clients. He holds a degree in business management from George Mason University and also spent a year as a visiting student at the University of Oxford studying strategy, marketing and history.

USTAR was established in 2006 by the Utah Legislature and the Gov. Jon Huntsman to leverage science and technology innovation to expand and diversify the state's economy.

## Report: Coal country needs to diversify industry base

Seven of Utah's 29 counties depend heavily on coal mining and electricity production from coal, but their future prosperity may depend on finding alternatives to coal and the high-paying jobs it provides in the state's rural economy. Those are conclusions reached in the third of Utah Foundation's series of reports on Utah's coal industry and the communities that depend on it.

"Utah's Coal Communities"

is the third report in Utah Foundation's series on Utah's coal industry and the communities that depend on it.

As David Bird, a lawyer and lobbyist for mining companies, said, "Coal will be an indispensable element of the energy mix for a long time to come." But communities such as Carbon County are looking to varied examples of rural development, from manufacturing to tourism to transportation, the report said. Further, there are examples outside of Utah such as the Virginia Coalfield Economic Development Authority as possible models for Utah's future. Over almost 30 years, it has helped to create more than 20,000 jobs in Virginia's seven-county coal-producing region.

The new report drew upon the expertise of dozens of community leaders from various parts of Utah on how they see the future of their counties. Some have successfully adopted a tourism-based economy, while others are looking to new kinds of manufacturing and mining and their historic strengths in agriculture.

"There are numerous government agencies and private entities working toward assisting rural Utah communities with economic development," said Shawn Teigen, research director at Utah Foundation and author of the report. "From my conversations with leaders of Utah's rural coal communities, the key to a successful approach is following their lead, and working with each community's strengths."

The full report is available on the Utah Foundation website, [www.utahfoundation.org](http://www.utahfoundation.org).



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A former Questar Gas building in Salt Lake City sports the new name and logo of Dominion Energy, the new name for the local utility following its merger with Virginia-based Dominion Resources last September.

## Dominion pulls trigger on Questar name change

In a move that has been widely anticipated since Questar Gas merged with Virginia-based Dominion Resources Inc. in September 2016, Dominion Questar has been renamed Dominion Energy after a vote by corporate shareholders. Dominion Energy's Utah-based natural gas utility will begin making changes to company bills, building signage, trucks, employee uniforms and other identifying marks in the coming months.

"Questar Gas has been a familiar name to natural gas customers for two decades," said Craig Wagstaff, president of the company's Western Gas Operations division. "Changing our name to Dominion Energy more closely describes our purpose in the communities where we live and work, providing energy to fuel the lives and livelihoods of our 1 million

customers. That said, our commitment to safety and reliability remains unchanged."

The name game has also affected other operating entities of the company. Questar Gas' parent company, Dominion Questar Corp., has become Dominion Energy Questar Corp. Other major entities in Dominion Energy Questar Corp. are Dominion Energy Questar Pipeline LLC and Dominion Energy Wexpro. Collectively, these two companies produce and transport about 60 percent of the natural gas used by Dominion Energy customers in Utah, Wyoming and Idaho. All the companies are part of Dominion Energy Inc. — formerly Dominion Resources, Inc. based in Richmond, Virginia.

Dominion Energy's new logo, which took effect May 10, retains Dominion's longstanding "D" shape while modernizing the

look with stripes suggesting energy through the blue silhouette, according to the company.

Dominion Energy does business in 18 states. It is one of the nation's largest producers and transporters of energy, with a portfolio of approximately 26,200 megawatts of generation, 15,000 miles of natural gas transmission, gathering and storage pipeline and 6,600 miles of electric transmission lines. The company operates one of the nation's largest natural gas storage systems, with 1 trillion cubic feet of storage capacity, and serves more than 6 million utility and retail energy customers.

The company has changed its web address to [www.dominionenergy.com](http://www.dominionenergy.com). Dominion Energy shares of common stock continue to be traded on the NYSE under the ticker symbol D.

## UEC releases pay reports

Utah's Employers Council recently published two job compensation surveys designed to help Utah organizations keep current and competitive with employee salaries. The 2017 "Utah Benchmark Compensation Survey" (benchmark survey) and the new "Information Technology Compensation Survey" (IT survey) provide a snapshot of state and regional salary policies, including base salaries, average percent pay increases and hiring rates, according to a release from the organization.

The benchmark survey provides salary benchmarks for everyone from welders to writers and from clerks to CEOs. The survey data showed that the average salary increase for all Utah regions and organizations surveyed did not jump significantly, going from 3 percent in 2016 to 3.2 percent in 2017. The average hiring wage for full-time, inexperienced, entry-level personnel was \$13.81.

The IT survey takes a deeper dive into the technology industry in Utah, Colorado, Wyoming and Arizona. Tech company owners will want to note that average pay increase percentages projected for technology departments in 2017 ranged from 1.5 percent in Wyoming to 3 percent in Utah and to 3.1 percent in northern Colorado. The technology companies surveyed reported the average signing bonus for IT management positions was \$958. The IT bonuses ranged from \$796 for companies with less than five IT employees to \$1,635 for companies with 51 or more IT employees.

The survey also noted that the percentage of IT companies that outsourced IT positions jumped from 25 percent in 2016 to 60 percent in 2017.

"The Employers Council's

goal is to give employers and HR managers the tools they need to entice and retain employees," said Ryan Nelson, president of Employers Council of Utah. "The two surveys provide employers with perspective on salaries for positions within their industries and help them make educated decisions when creating compensation packages or considering pay increases within their companies."

"Today's job market is competitive and organizations must not only craft attractive salary packages, they must also create positive employment conditions to attract the best talent," added Nelson. "Our survey data, employer training and employment law services are all important arrows that employers need in their quivers, to become employers of choice."

More than 150 Utah organizations participated in the benchmark survey with 26,524 Utah employees reporting. Four hundred and sixty-three organizations in Utah, Colorado, Wyoming and Arizona participated in the IT survey with 9,312 employees reporting.

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# St. George's Town & Country Bank merges with People's Intermountain

People's Intermountain Bank, the parent company of Bank of American Fork, and Town & Country Bank Inc. of St. George have announced an agreement to merge. The Town & Country Bank office and the Bank of American Fork branch in St. George will be combined in January 2018. Upon consoli-

dation, the combined entity will be a division of People's Intermountain Bank and will operate under the name People's Town & Country Bank.

The merger is subject to approval by the Town & Country Bank shareholders, regulatory approvals and customary closing conditions.

The successes and strengths of these two banks will complement each other in building the St. George community, People's Intermountain said in a release. The merger will allow the two banks to share the many expenses that are hurting community banks. The increase in expenses, decrease in profits and new

government regulations over the past few years have made it harder for small banks to continue operating as they have done in the past, the bank said.

"The merger will allow People's Town & Country Bank to help build the community of St. George without sacrificing the unique and valuable custom-

er service that customers like," the statement said.

People's Town & Country Bank will also be able to offer mortgage loans following the merger, something they have not been able to do in the past.

"We believe it will be highly beneficial to our customers to have access to the additional resources that will come from joining the People's Intermountain Bank family," said Kurt Johnson, chairman of the board of Town & Country Bank. "We also anticipate being able to support more community projects that are important and valuable to the St. George community. This merger will add substantial capital and other new technologies and products to Town & Country Bank that have not been available before."

"We are excited to combine the strengths of Bank of American Fork and Town & Country Bank in this community-bank merger," said Brad Stucki, the head of the new People's Town & Country Bank division.

People's Town & Country Bank will also be able to support larger projects that may have gone to bigger, money-center banks in the past, Stucki said. "Decreasing expenses by improving efficiencies and increasing capital by joining forces with another community bank will increase lending limits that will allow customers to do larger projects," he said.

The combined People's Town & Country Bank division in St. George will have loans of approximately \$133 million and deposits of \$128 million.

Bank of American Fork branches in other areas will not be affected by the St. George area name change.

"We appreciate the unique style of customer service that Town & Country Bank has created. We look forward to working with customers and employees to preserve some of the most-important aspects of that style," said Richard Beard, president and CEO of People's Utah Bancorp. "The People's Town & Country Bank division will allow us to continue the community-banking tradition so important to American small business while spreading the high regulatory and operating costs of banking over a broader base."

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## CORPORATE FINANCIAL REPORTS

### Sportsman's Warehouse

Sportsman's Warehouse Holdings Inc., based in Midvale, reported a net loss of \$4.5 million, or 11 cents per share, for the quarter ended April 29. That compares with net income of \$300,000, or 1 cent per share, for the same quarter a year earlier.

Net sales in the most recent quarter totaled \$156.9 million, up from \$151.6 million in the year-earlier quarter.

Sportsman's Warehouse is an outdoor sporting goods retailer.

"As expected, we saw continued softness in firearm demand during the first quarter as we anniversary difficult compares post the San Bernardino shooting and executive orders that were issued at the beginning of 2016," John Schaefer, chief executive officer, said in announcing the results. "The industry remained highly promotional and we increased our promotional activity in order to

maintain our share position, resulting in slightly better than planned sales, and in-line adjusted earnings performance for the first quarter.

"We are pleased with the progress we continued to make on our key strategic initiatives of maximizing the potential of our loyalty program, growing our private label segment, enhancing our e-commerce platform, and investing in our store teams."

Schafer said the company is "maintaining a conservative approach" for the second quarter "until we anniversary the unfortunate events that took place in Orlando in June 2016 that caused increased demand in our firearm and ammunition categories."

"We continue to expect year over year trends in the second half of 2017 to show improvement relative to year-on-year performance trends in the first half of the year, and are reiterating our full year guidance."

### GOED from page 1

provals. "We should only have three companies like this at every meeting."

Online retailer Amazon's project will create several hundred jobs, of which 130 are tied to a \$5.6 million incentive. The project is expected to result in \$85.5 million in wages over eight years and \$28.4 million in new state tax revenues during that time. An exact location for the 800,000-square-foot facility has not been announced.

"This is one of our flagship regional facilities and will employ hundreds and hundreds of people within the community. ... We can't wait to be part of the community," Teresa Lynch, senior manager of economic development for the company, told the board.

"This is a big deal," Gov. Gary Herbert said at the meeting, noting that Utah had been competing with at least six other states for the project and that having Amazon in Utah will help the state attract more companies.

"This is illustrative of the success that Utah is having growing the economy, creating jobs and [we] really have become the best-performing economy, the most diverse economy in America today, and this just continues to add value to our state and our brand as the best place for businesses and careers in America," Herbert said.

"This has been a major effort. ... We're very, very excit-

ed to have them here," said Jerry Oldroyd, chairman of the GOED board's incentives committee. He noted that several agencies worked to make the project a success, in part because the company's infrastructure needs are "just massive."

Podium, founded in 2014 and based in Lehi, offers an analytics platform that enables communication via familiar channels like text messages to drive online discovery, answer general questions about the business, and collect in-depth customer feedback and online reviews. Its \$10 million project was approved for a \$1 million incentive tied to 426 new jobs. New wages are expected to total \$124.7 million over five years and new state tax revenues are projected at \$5.4 million during that time. Podium has not decided on a site but Lehi supports having the project within the city.

Alliance Data, based in Plano, Texas, will add 105 jobs over five years in a \$15.6 million project with a \$758,027 incentive. The new 134,000-square-foot facility will be at 12921 S. Vista Station Blvd., Draper.

The company's card services business is a provider of tailored marketing and loyalty solutions, delivered through branded credit programs that drive more profitable relationships between retailers and their card members. The company has operated Comenity Capital Bank, headquartered in Utah, since 2003.

The project is expected to create \$33.9 million in wages over five years and \$5 million in new state tax revenue.



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# Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## AGRICULTURE

• **The Downtown Farmers Market** has opened at Pioneer Park, 300 S. 300 W., Salt Lake City. Now in its 26th year, the market features more than 250 vendors. It will be open Saturday mornings starting at 8 a.m. The Downtown Art and Craft Market is held every Saturday, adjacent to the Farmers Market. This is a juried show of handmade goods, which features more than 130 local Utah artists on a rotating basis. Details are at [slcfarmers-market.org](http://slcfarmers-market.org).

## ASSOCIATIONS

• **Women in Sports and Events (WISE)** has announced a new chapter in Utah. The organization, providing a voice and resource for women in the business of sports, now has 15 chapters across the nation. Local chapters provide programming and networking opportunities in their regions while offering national resources, including the WISE Within Mentor Program and Speed Mentoring Roundtables. The Utah chapter will be led by **Jenn Andrs**, executive director of the Larry H. Miller Tour of Utah. Details

about the organization are at [WISEworks.org](http://WISEworks.org).

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## BANKING

• **Amy Dunkley** has been named president of the new mortgage division that will serve **Bank of American Fork** and **Lewiston State Bank**. She has more than 28 years of experience in the mortgage industry, including at Far West Bank and also at American West Bank. She joined Bank of American Fork in 2010 as a mortgage loan officer and a year later began managing the mortgage department. Since then, the department has doubled in size



Amy Dunkley

and became its own division June 1. Her education includes Utah Valley University.

• **Brighton Bank** has named **Scott C. Petty** as vice president and commercial loan officer. He is located at the City Center office, 311 S. State St., Salt Lake City. Petty has over 15 years of experience in commercial lending, loan production, account management, business development and SBA lending programs, with a focus on working capital, business acquisition, and real estate financing. He is a graduate of Weber State University, holding both a Master of Business Administration and Bachelor of Science in Business Administration and Marketing.



Scott Petty

## EDUCATION/TRAINING

• **Western Governors University (WGU)**, Salt Lake City, has named **Boyd Bischoff** as chief information officer and senior vice president of technology. Bischoff has more than 20 years of experience, including 10 years with Amazon, where he was most recently director of software development for retail. Before that, he held leadership positions at Kindle, Amazon Webstore and Aspen Technology.

• Four student startups this summer are participating in the “**Get Seeded Rush to Revenue**” program provided by the **Lassonde Entrepreneur Institute**, an interdisciplinary division of the University of Utah’s David Eccles School of Business that supports aspiring entrepreneurs. The startups in the program are challenged to set milestones, then

the Lassonde Institute provides support to achieve those goals, including mentoring, work space at Lassonde Studios and up to \$18,000 in grants. The startups are **Coffee Pops**, a line of coffee popsicles; **Blerp**, a platform for sharing soundbites; **Clovitek**, a Wi-Fi transmitter for streaming audio to personal devices; and **The Society**, a discount membership card for night life in Salt Lake City. The program milestones vary by company: Coffee Pops wants carts set up around Salt Lake City, Blerp wants 50,000 daily active users, Clovitek wants to complete a Kickstarter campaign, and The Society wants to expand into neighboring states. Get Seeded is a monthly seed-grant program provided by the institute. During the summer, it offers the more intensive “**Rush to Revenue**” program to accelerate the development of the startups that showed the most potential during the academic year.

• The Bachelor of Science in Nursing (BSN) degree at **Eagle Gate College**, Murray, has earned accreditation from the **Commission on Collegiate Nursing Education (CCNE)**. The commission ensures the quality and integrity of baccalaureate, graduate and residency programs in nursing that operate in accordance with national nursing standards.

## GOVERNMENT

• **Greg Sheehan** has been appointed to the new position of deputy director of the **U.S. Fish and Wildlife Service**. He previously was director of the Utah Division of Wildlife Service. Sheehan has more than 25 years of experience with the state of Utah working in wildlife and natural resource management. Prior to joining the state, he

worked with the Air Force for six years as a civilian, where his focus was on correcting inefficiencies in cost and pricing between the Air Force and major Department of Defense government contractors.

• **Heather Zynczak** has been appointed as a member of the Governing Authority of **Utah Science, Technology and Research (USTAR)**. Zynczak is chief marketing officer at Pluralsight and previously was CMO of Domo; held executive positions at large enterprise technology companies, including SAP and Oracle; and led teams at several Silicon Valley startups. She also has served as a business consultant. **Jennifer Hwu**, chief executive officer of InnoSys Inc., was recently reappointed to serve a second term as a member of the USTAR Governing Authority.

• **Salt Lake City Mayor Jackie Biskupski** has appointed state **Sen. Jim Dabakis** to the **Utah Transit Authority (UTA) Board of Trustees**. Dabakis represents State Senate District 2, which encompasses a section of Salt Lake City, and he is a member of the Senate Transportation, Public Utilities, Energy and Technology Committee.

## HEALTHCARE

• **Fusion Healthcare Staffing**, Sandy, has secured strategic equity financing from **Paul Sorensen** and **Gregory Sorensen** to continue its rapid growth in the locum tenens staffing market. In connection with the equity financing, Fusion expanded its board of directors to include Gregory Sorensen, who has been appointed as the chairman of the board. Paul Sorensen has been serving on the board of directors since October 2016. Paul Sorensen comes to Fusion with 15 years of executive management experience in the staffing industry. He served as president of the Select Family of Staffing Companies/EmployBridge. Gregory Sorensen is a neuroradi-

see BRIEFS next page

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# Industry Briefs

from previous page

ologist who has served as president and chief executive officer of Siemens Healthcare North America, carried out research at Massachusetts General Hospital, and served as a professor of radiology at Harvard Medical School.

## INVESTMENT

- **Vivint Solar**, Lehi, has secured tax equity commitments totaling \$100 million from two undisclosed repeat investors. These tax equity commitments will enable the company to install an estimated 70 megawatts of residential solar energy systems. The funding is expected to enable the company to design, procure and build systems for roughly 10,000 new residential customers. The company operates in 16 states.

## LAW

- **Dorsey & Whitney LLP** has hired **M. Benjamin Machlis** as a partner in the firm's Regulatory Affairs Group in Salt Lake City. Machlis' practice focuses primarily on natural resources and environmental compliance, rulemaking, permitting, administrative appeals, litigation and transactional matters. Machlis



Benjamin Machlis

joins Dorsey from Holland & Hart LLP. Prior to that, he was an associate at Holme Roberts & Owen and served as a policy advisor in the Utah Governor's Office of Public Land Policy Coordination. Machlis has a bachelor's degree from the University of Utah and a J.D. from the university's S.J. Quinney College of Law.

## RECOGNITIONS

- **Patrick O'Donnell** has been inducted into the **Outdoor Advertising Association of America (OAAA) Hall of Fame**. O'Donnell is president of YESCO Outdoor Media. He was honored by the



Patrick O'Donnell

association for his contribution to the growth of the out-of-home industry during a career that has spanned more than 35 years. The announcement was made at the 2017 OAAA Geopath National Convention and Expo. O'Donnell began his career in outdoor advertising with Donrey Media Group in Reno, Nevada, in the 1980s. He joined YESCO in 1985. The company now operates more than 2,000 traditional and digital outdoor advertising displays along major roadways in the Rocky Mountain West. He also serves on the OAAA board of directors as chairman of the Legislative Committee and sits on the boards of Geopath and the Foundation for Outdoor Advertising, Research and Education (FOARE).

- **Salt Lake City** topped the rankings of **"Best Cities for Young Professionals 2017,"** a list compiled by *Forbes*. The rankings were based on metrics crucial to recent graduates: salary, rent, employment prospects, networking opportunities and social outlook. It said the Salt Lake Metropolitan Statistical Area indicated recent graduates' median salary to be \$50,500; the median rent as share of median salary to be 17 percent; the unemployment rate to be 3.4 percent; projected annual job growth to be 1.56 percent; the percentage of adults with bachelor's degrees or higher to be 40 percent; and the population aged 20-29 to be 13 percent.

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- Three Utah areas are ranked among the **best small and medium-sized cities for jobs in 2017** by *Forbes*. **Provo-Orem** was No. 1 and **Ogden-**

**Clearfield** was No. 6 among mid-sized cities. **St. George** was No. 2 among small cities. The rankings were based on short-, medium- and long-term job creation, going back to 2005, and factor in whether growth is slowing or accelerating. Provo-Orem saw 4.4 percent job growth in 2016 and had 243,000 people working. Ogden-Clearfield had 2.9 percent growth and 249,800 people employed. St. George had 5.7 percent job growth and 61,800 workers.

- Eleven Utah-based companies have been named in a list of **"Best Workplaces for 2017"** by *Inc.* magazine, including **Health Catalyst**, Salt Lake City, being named in the top 50. It is the publication's second annual ranking of the fast-growing private company sector, with listings based on benefits offered and employees' responses to a 30-question survey fielded by each of the applying companies. Others in the listings are **97th Floor**, **BGZ brands**, **BrainStorm**, **Executech**, **PrinterLogic**, **Sorenson Media**, **Teem**, **Xima Software**, **Xyngular** and **Zarbee's**.

- Eight Utah companies have earned the **"2017 When Work Works"** Award for innovative and effective practices in

the workplace. It is part of the **Society for Human Resource Management's** (SHRM) "When Work Works" project. Utah award winners are **1-800 CONTACTS**, Draper; **Access Development**, Salt Lake City; **Alpha Warranty Services Inc.**, Riverton; **BambooHR**, Lindon; **CBIZ**, Salt Lake City; **Ryan LLC**, Lehi; **Software Technology Group**, Salt Lake City; and **Xima Software**, South Jordan.

## RESTAURANTS

- **1000 Degrees Neapolitan Pizza** has opened at 7101 S. Bingham Junction Blvd., Midvale. It is the first 1000 Degrees pizzeria in Utah. Launched in 2014 in New Jersey, the company has 27 locations, including two in Malaysia.

## SERVICES

- **Shannon & Wilson Inc.** has hired **Colin Cummins** for its Salt Lake City office. Cummins is a senior geotechnical engineer with eight years of experience on transportation projects, including highway, transit, rail



Colin Cummins

and airport work. He also has experience with water infrastructure projects. Cummins' areas of expertise include geotechnical seismic design and mitigation, global stability, foundations (shallow and deep), retaining structures, and instrumentation installation and interpretation.

## TECHNOLOGY/LIFE SCIENCES

- **NetPro Networks**, a managed service provider, has changed its name to **Mereo Networks** and moved its headquarters from downtown Salt Lake City to Bountiful. The company said the name "represents what our company stands for" because "mereo" is Latin for "to serve." The headquarters change will provide the company with more space to expand staff and infrastructure.

- **Reflect Scientific Inc.**, Orem, has named **V B Balrai Singh** as senior advisor. Balrai Singh started at the age of 18 in the diamond trade and over 25 years built his businesses and gained experience, knowledge and relationships in the Asia Pacific region and other international markets. He is chairman of several companies and sits as an advisor on several others.

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# Calendar

*Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.*

## June 13-15

**Fourth Annual Digital Disruption**, a conference presented by HireVue. Theme is “Break Through to Excellence.” Event will feature business return-on-investment case studies driven by HR technology. Featured speakers include Josh Bersin, principal and founder, Bersin by Deloitte; Rusty Rueff, investor, advisor and presidential appointee, The Kennedy Center, Dan Heath, co-author of *Made to Stick*, *Decisive* and *Switch*; and Polly LaBarre, author of *Mavericks at Work*; founding member of *Fast Company Magazine*; and co-founder and director of Management Lab. Location is Stein Eriksen Lodge, 7700 Stein Way, Park City. Details are at <http://www.hirevuedisruption.com/>.

## June 13, 7:15-9 a.m.

**ACG Utah Breakfast Meeting**, an Association for Corporate Growth (ACG) Utah event. Speaker is Fred Lampropoulos, chairman and chief executive officer of Merit Medical Systems Inc. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at <https://www.acg.org/utah/events>.

## June 13, 9:30-11:30 a.m.

**Rocky Mountain Small Business Forum**, a Utah IRS Office event through the WebEx webinar system. Topics include “Cybersecurity: Best Practices for Small Businesses,” presented by Chuck Harwood, director of the Northwest Region of the Federal Trade Commission; “Tax Scams and How to Avoid Becoming a Victim,” presented by Jody Stambach, IRS stakeholder liaison for Utah; and “How SBA Helps Small Businesses,” presented by Steve Immel, lender relations specialist from the SBA in Wyoming. Details and registration are available at [JodyK.Stambach@irs.gov](mailto:JodyK.Stambach@irs.gov) or (801) 799-6852.

## June 13, 5:30-7:30 p.m.

**Business After Hours Social**, a Holladay Chamber of Commerce event. Location is Abington Senior Living, 2728 E. 3900 S., Holladay. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## June 14

**Connect 4 Lunch, Barbecue and Blood Drive**, a Sandy Area Chamber of Commerce event. Blood drive is 9:30 a.m.-2:30

p.m. Lunch is 11:30 a.m.-1 p.m. Location is the chamber parking lot, 35 E. 9270 S., Sandy. Cost is \$15 for members and \$20 for nonmembers; \$10 for members and \$15 for nonmembers donating blood. Details are at [sandychamber.com](http://sandychamber.com).

## June 14, 8 a.m.-3 p.m.

**Boots to Business**, a U.S. Small Business Administration event that is a two-step entrepreneurial training program within the Department of Defense’s Transition Assistance Program (TAP). Location is the Airmen and Family Readiness Center, 5837 D. Ave., Hill Air Force Base. Details are at <https://www.sba.gov/offices/headquarters/ovbd/resources/160511>.

## June 14, 11:30 a.m.-1 p.m.

**Professionals Networking Group**, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at [chamberwest.org](http://chamberwest.org).

## June 14, 12:30-2 p.m.

**Prosperity 2020 Forum: Higher Education**, a Salt Lake Chamber event featuring education and community leaders discussing building a qualified workforce for Utah’s future. Panelists include Sean Slatter, president and chief executive officer, Logistic Specialties Inc. (moderator); Vance Checketts, vice president, Dell EMC; Denece Huftalin, president, Salt Lake Community College; David Lang, managing director, Goldman Sachs; and Megan Ralphs, human resources director, MSC Aerospace. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$20. Details are at [slchamber.com](http://slchamber.com).

## June 14, 5-6:30 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Location is Eide Bailly, 5929 Fashion Point Drive, Suite 300, Ogden. Cost is \$10 (free for first-time attendees). Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## June 15, 7 a.m.-4 p.m.

**Murray Chamber Youth Scholarship Fund Golf Tournament**, a Murray Area Chamber of Commerce event. Activities begin at 7 a.m. with registration, followed by an 8 a.m. shotgun start. Location is Murray Parkway Golf Course, 6345 Murray Parkway Ave., Murray. Cost is \$99, \$375 for a foursome. Sponsorships are available. Details are at [murraychamber.org](http://murraychamber.org).

## June 15, 7:30-9 a.m.

**Monthly Coffee Social and Networking**, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. Holladay Village Plaza, No. 104, Holladay. Free. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## June 15, 8:30 a.m.-4:30 p.m.

**“FailFast2017,”** a technology conference dedicated to learning from failures. Speakers include Wes Schaeffer, founder of The Sales Whisperer; David Bradford, chief executive officer of FluentWorlds; Steve Barham, former head of global sales effectiveness at LinkedIn; Don Cash, vice president of global inside sales at BMC Software; Garin Hess, founder and CEO of Consensus; Jack Butler, vice president of marketing at Grow; and Rex Galbraith, vice president of sales at Consensus. Location is Eleve Event Center, 439 S. Pleasant Grove Blvd., Pleasant Grove. Cost is \$74. Details are at <http://www2.goconsensus.com/failfast2017>.

## June 15, 11:30 a.m.-1 p.m.

**June Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks, 525 S. Deseret Drive, Kaysville. Cost is \$20 for members, \$25 for nonmembers. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## June 15, 11:30 a.m.-1 p.m.

**WBN Luncheon**, a Utah Valley Chamber event. Location is Noah’s, 1976 W. 700 N., Lindon. Cost is \$25 for members, \$30 for nonmembers. Ticket proceeds to benefit the WBN Scholarship Fund. Details at [thechamber.org](http://thechamber.org).

## June 15, 11:30 a.m.-1 p.m.

**“The Future of Patenting Technology,”** a Utah Technology Council (UTC) clinic. Speaker is Randall “Rand” Bateman, intellectual property section chair and shareholder at Durham Jones & Pinegar. Location is Durham Jones & Pinegar, 111 S. Main St., Suite 2400, Salt Lake City. Details are at [utahtech.org](http://utahtech.org).

## June 15, 11:30 a.m.-1 p.m.

**“Turn Networking Into Sales,”** a West Jordan Chamber of Commerce event. Speaker is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$15 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## June 15, 5:30-7 p.m.

**Business Boot Camp**, a

Cottonwood Heights event. Speaker Merrilee Buchanan, leadership consultant, executive coach and career development strategist, will discuss “Discover Your Unconscious Biases.” Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Free. RSVPs may be completed at [pkinder@ch.utah.gov](mailto:pkinder@ch.utah.gov).

## June 16, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event including a tour of Momentum Recycling. Location is The Egg & I Restaurants, 1919 E. Murray Holladay Road, Holladay. Details are at [murraychamber.org](http://murraychamber.org).

## June 19, 7 a.m.-2 p.m.

**Classic Golf Tournament**, a Salt Lake Chamber event. Location is Salt Lake Country Club, 2400 Country Club Drive, Salt Lake City. Cost is \$400. Sponsorships are available. Details are at [slchamber.com](http://slchamber.com).

## June 19, 6:30 a.m.-2 p.m.

**Annual Golf Tournament**, a Davis Chamber of Commerce event with a 7:30 a.m. shotgun start. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Sponsorships are available. Details are at <http://davischamber.wpengine.com/wp-content/uploads/2016/04/2016GolfRegistration.pdf>.

## June 20

**2017 Education Golf Tournament**, a Utah Mining Association event with registration at 7 a.m. and shotgun start at 8 a.m. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$150. Registration deadline is June 12. Sponsorships are available. Details are available by contacting Marilyn Tuttle at (801) 364-1874 or [mining@utahmining.org](mailto: mining@utahmining.org).

## June 20, 11:30 a.m.-1 p.m.

**Business Women’s Forum**, a Salt Lake Chamber event with the theme “Simplicity as a Strategy.” Speaker Jane Ann Craig will discuss “The Power of Simplicity: Small Steps to Big Dreams.” Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## June 20, 11:30 a.m.-1 p.m.

**Multi-Chamber Women in Business Luncheon**. Location is Club 90 SLC, 9065 S. Monroe St., Sandy. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## June 20, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## June 20, 2-4 p.m.

**“How to Form an LLC” Workshop**, presented by SCORE. Location is 310 S. Main St., South Mezzanine, Salt Lake City. Cost is \$85. Details are at <https://saltlake.score.org/event/how-form-llc>.

## June 20, 4-6 p.m.

**Business B 4/5**, a West Jordan Chamber of Commerce event. Location is Roseman University, 10920 S. River Front Parkway, South Jordan. Details are at [westjordanchamber.org](http://westjordanchamber.org).

## June 21, 3-4:30 p.m.

**“Jump Start: Intro to Entrepreneurship,”** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women’s Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## June 21, 6-8 p.m.

**“Starting Your Business 101,”** a Salt Lake Small Business Development Center event. Location is Salt Lake Community College’s Larry H. Miller Campus, Miller Corporate Partnership Center, Room 114, 9690 S. 300 W., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## June 22, 11:30 a.m.-1 p.m.

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker Lee Weech of Executech will discuss “IT Security.” Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Cost is \$15 for members, \$20 for guests and visitors. Details are at [murraychamber.org](http://murraychamber.org).

## June 22, 4:30 p.m.

**Fourth Annual Chamber Bowl**, hosted by the South Salt Lake Chamber of Commerce. Location is Bonwood Bowl, 2500 S. Main St., South Salt Lake. Cost is \$7 (includes three games and shoe rental). RSVPs should be made through local chambers.

## June 23, 9-10 a.m.

**“Human Resources for Small Business,”** a Sandy Area

**see CALENDAR page 11**

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## CALENDAR

from page 9

Chamber of Commerce event. Location is Sandy Area Chamber of Commerce, 35 E. 9270 S., Sandy. Details are at sandychamber.com.

### June 27, 9-10 a.m.

**“SBA 8(a) Program: Helping Small Businesses Secure Government Contracts,”** a U.S. Small Business Administration event. Location is Wallace F. Bennett Federal Building, 125 S. State St., Room 2227, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

### June 27, 10-10:30 a.m.

**“The Historically Underutilized Business Zones (HUBZone),”** a U.S. Small Business Administration event. Location is Wallace F. Bennett Federal Building, 125 S. State St., Room 2227, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

### June 27, 11-11:45 a.m.

**“Advantages of Service Disabled & Women-Owned Small Business Set-Asides,”** a U.S. Small Business Administration event. Location is Wallace F. Bennett Federal Building, 125 S. State St., Room 2227, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

### June 27, 11:30 a.m.-1 p.m.

**Women in Business Luncheon,** an Ogden-Weber Chamber of Commerce event. Speaker Nicole Carpenter will discuss “Define Your Time.” Location is Hub 801, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

### June 27, noon-1:30 p.m.

**Lunch and Learn Series.** The series is a collaboration between the Women’s Business Center and the Professional Education Department at the University of Utah. Topic is “Employment Law.” Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$40. Registration can be completed at wbcutah.com/events.

### June 28, 11:30 a.m.-1 p.m.

**Professionals Networking Group,** a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at chamberwest.org.

### June 28, noon-1 p.m.

**“Intellectual Property in the World of Internet Commerce and Foreign Manufacturers,”** presented by

Workman Nydegger attorneys Tim Nichols, Dave Johnson and Brad Barger. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Registration can be completed at Eventbrite.com.

### June 29, 2017, 7 a.m.

**Annual Golf Classic,** a ChamberWest event. Location is Stonebridge Golf Club, 4415 Links Drive, West Valley City. Details are at (801) 977-8755 or chamber@chamberwest.org.

### June 29, 11:30 a.m.-1 p.m.

**Networking Luncheon,** a Murray Area Chamber of Commerce event. Speaker Dr. Nick Greenwood will discuss “Drug and Opiate Addiction in Utah.” Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Details are at murraychamber.org.

### July 5, 8:30-10 a.m.

**“Jump Start: Intro to Entrepreneurship,”** a Salt Lake Chamber seminar taught by Deb

Bilbao, business consultant at the Women’s Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

### July 6, 11:30 a.m.-1 p.m.

**Strictly Networking Luncheon,** a West Jordan

Chamber of Commerce Event. Location is SpudTaddos, 7251 S. Plaza Center Drive, Suite 120, West Jordan. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

### July 6, 11:30 a.m.-1 p.m.

**Chamber Luncheon,** a Murray Area Chamber of Commerce event. Speaker is

see CALENDAR page 16

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3. SBA loans from Bank of the West are in participation with the US Small Business Administration. Loans are subject to approval in accordance with both Bank of the West and SBA eligibility and lending guidelines. Certain fees, conditions and additional restrictions may apply.

4. A good faith deposit will be required upon accepting Bank of the West approval. If applicant withdraws the loan request after issuance and acceptance of Bank of the West’s Commitment Letter, all third-party costs incurred must be paid by the borrower. A credit up to \$3,000 will be applied for SBA loans between \$150,001 and \$1,000,000. A credit up to \$5,000 will be applied for SBA loans between \$1,000,001 and \$5,000,000. A credit up to \$10,000 will be applied for SBA loans between \$5,000,001 and \$15,000,000. Credit cannot be applied toward SBA packaging or participation fee.

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6. For new accounts, minimum opening deposit of \$100 required; the monthly service charge of \$20 on Choice Business Checking will be rebated for the first two statement cycles. Ask a banker about ways to waive the monthly service charge thereafter. Additional terms and conditions and fees apply.

7. Account charges based on service usage less earnings credits, based on balances, and may offset fees. See current Analyzed Business Checking Schedule of Fees for details. Minimum opening deposit of \$100.

## Business Tech

# Managing your technology department: Work smarter, not harder

Managing your businesses technology solutions doesn't have to be akin to summiting Everest. Cool new tools allow you to work smarter and not harder, achieving your business technology objectives with relative ease.

As a teenager growing up in Minnesota, I was constantly roped into manual labor by my father. My father is an engineer by profession and has a great talent for design and problem solving. We worked on all kinds of cars together, built decks, erected a 15-foot-tall swing set as well as other projects in and around the house.

One day we were out working on a car and I was attempting to pull a particularly stubborn lug nut off a tire. I was struggling. My dad looked over my shoulder and told me to change my grip. He noticed that I was holding the tire iron in the middle and took the time to explain to me that I could get a significant increase in leverage by simply sliding my

grip to the end of the tire iron. "It's physics," he said matter-of-factly. "Work smarter, not harder."

I changed my grip and the lug nut immediately started to turn.



MIKE HERRINGTON

There are a few lessons I learned from my father that day that I've used repeatedly throughout my life and professional career: 1. Work smarter, not harder; 2. Have the right tool for the job; and 3. Change your grip.

I spend most of my days consulting with business owners on their technology solutions. I ask a lot of questions. What's working? What's not? Where can you gain efficiency through better use of technology and automation of processes? What are all your man-hours in IT currently being devoted to? What is your technology strategy?

I get a lot of "ums" and "ahems" as answers. Frequently the C-level where I'm typically engaged has very little idea of

where their IT guy spends his time. Whether it's in-house or outsourced, it doesn't seem to make much difference. They don't have a pulse of the day-to-day issues that come up, recurring problems or what are the biggest time sucks.

I can't blame them. Most of the time these are small or medium business owners that don't have IT backgrounds. They basically trust their staff's recommendations or an outsourced provider to handle IT for them so they can focus on other things. That CAN be a good thing, because strategically it's best for the business for their focus to be on growth and other business objectives.

What these business owners miss out on are all the chances to add efficiency, streamline processes and save money for their businesses because they lack the data to make informed decisions on their technology spending.

### Smarter, not harder

In an ideal scenario, your IT staff or provider should have answers to the questions listed above. They should know where

their pain points are and where time gets wasted. They should have a roadmap of where they're going and what they want to accomplish in 2017. They should also be able to tell you in simple terms how it benefits your business.

Once identified, we can start focusing on how to resolve some of these problems and work smarter. A good illustration of this principle is patching and updating of Windows. Microsoft releases patches every week that should be applied to keep your network secure and running smoothly. The downside is that they take time and can be cumbersome to administer, especially in a large environment.

An IT admin with 100 computers can easily spend 30 hours each month administering patches and updates. This is NOT the highest and best use of their time. There are software tools that allow you to completely automate the administration of these patches and ultimately provide better control and reporting of compliance.

A small investment can save a lot of man-hours. Smarter, not harder.

### Have the right tool

I recently consulted with a company that does fire prevention inspections. Their small army of inspectors goes out to each customer to physically inspect their premises. Each client has a lengthy checklist that gets filled out while they are there. At the end of a workday the inspectors would drop an entire stack of these forms onto the desk of a data-entry clerk who would then enter all the information into the system. This was a full-time job.

After some discussion with the client, we decided that paper forms might not be the best tool for the job anymore. Inspectors were equipped with an iPad that had a fillable PDF form. They would simply click things off as they went, enter their notes and hit a button that emailed it home and stored it securely.

see TECH page 19



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## Opinion

# The 'dead on arrival' Trump budget gets credit for spotlighting needed cuts

Love it or hate it, the recently proposed 2018 federal budget is dead on arrival. Some say that's because it's unrealistic. Some contend that it's too harsh on discretionary spending and/or too soft on calling for needed reform to some mandatory programs. And others say Republicans are never serious about cutting spending. Nonetheless, this budget, as bad as it is, should get credit for proposing a long list of targeted program cuts alongside justification for the requests.

The battle of ideas is important. If Nobel Prize winner Milton Friedman had never made the case and fought for school choice, many kids today would still be stuck in their failing public schools. If Nobel laureate Ronald Coase didn't defend his idea that we should auction the airwaves, there would be less innovation in the wireless telecom sector today. If no one had fought for marijuana legalization and marriage equality, neither of these battles would have been won, either. Of course, winning the battle of ideas takes time — decades even. But it starts with fighting and making the case for what you believe.

I'm not equating cuts on the discretionary side of the budget to halting incarceration for smoking pot. But no battle is too

small to fight. There are so many programs paid for at the federal level that should be left to state and private actors, and many more programs simply fail to accomplish their goals. It's a big mess.



VERONIQUE de RUGY

So as bad as this budget is — with its leniency toward Medicare and Social Security, its overall overspending, its military buildup, its whimsical growth assumptions and its frankly problematic revenue projections — I'm glad it initiates the hard battle of calling for the end of or cuts to some federal programs. Here are a few examples:

The rural business and cooperative service programs in the U.S. Department of Agriculture would be eliminated. As the budget correctly states, "these programs have not been able to demonstrate that they meet the broader goals of reducing rural poverty, out-migration, or unemployment." In addition, the Government Accountability Office and the USDA's own inspectors general have been repeatedly warned about duplication, inefficiency and severe management failures. The whole department should be eliminated for its rampant cronyism, but let's start with these programs.

The Economic Development Administration in the Department of Commerce would be terminated. If you

can't get rid of the whole department, the EDA is a good start. A fiscal black hole and a relic of the 1960s, the program opened the gates of federal intervention into local affairs. Its grants are highly duplicative of grants extended by other agencies. Its spending is driven by politics rather than merit or need. And it's legendary for fraud and waste. Many GAO reports have found EDA job creation claims to be meritless or, at best, inconclusive. It needs to go.

The Department of Homeland Security's Transportation Security Administration law enforcement grants would be eliminated. Created to incentivize state "and local law enforcement entities to provide law enforcement at airports by partially reimbursing those entities," these grants are no longer needed, as state "and local jurisdictions have had plenty of time to adjust and reprioritize resources," the budget explains.

Occupational Safety and Health Administration training grants at the Department of Labor would also be terminated. These grants are supposed to promote safety training for workers, even though there is no evidence that they do. OSHA should be eliminated along with these grants. The Cato Handbook for Policymakers notes, "The rate of workplace fatalities has been falling for more than a half century; workers' compensation laws

and liability lawsuits are a greater incentive than OSHA rules."

The Overseas Private Investment Corp. would be nixed, too. (Yea!) The crony agency distorts the capital market and displaces the private sector to encourage some exporters to invest in emerging markets at the expense of everyone else. I only wish the budget had slated the Export-Import Bank for termination, too.

Contributions to international organizations would be cut by \$780 million. This makes me particularly happy because it's a chance to keep the Organization for Economic Cooperation and Development bureaucrats from continuing their anti-tax competition and anti-privacy propaganda, which is all paid for by American taxpayers.

There are many more worthy terminations and cuts in this budget. It is an otherwise-disappointing budget, but because I'm in an optimistic mood today, I'll say that it's a small step in the right direction to fight the battle of ideas against wasteful federal spending. Let's hope that the next time around, the budget will extend this exercise to defense spending and Medicare.

Veronique de Rugy is a senior research fellow at the Mercatus Center at George Mason University in Virginia.

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# Trump's 'elemental' approach may cost U.S. leadership of Western world

We now have a Trump Doctrine, and it is, in its conception at least, the most radical departure from a bipartisan American foreign policy since 1945. In an op-ed for *The Wall Street Journal*, National Economic Council Director Gary Cohn and national security adviser H.R. McMaster explain that Pres. Trump has "a clear-eyed outlook that the world is not a 'global community' but an arena where nations, nongovernmental actors and businesses engage and compete for advantage." The senior officials add: "Rather than deny this elemental nature of international affairs, we embrace it." That embrace has now led the United States to withdraw from the Paris accord on climate change, signed by 193 other countries.



FAREED ZAKARIA

The "elemental" aspect of international relations has existed for millennia. The history of the human race is one of competition and conflict. American foreign policy has amply reflected this feature. The U.S. has the world's largest military and intelligence apparatus, troops and bases in dozens of countries around the world, and ongoing military interventions on several continents. This is not the picture of a nation unaware of political and military competition.

But in 1945, the world did change. In the wake of two of the deadliest wars in human history, with more than 60 million killed and much of Europe and Asia physically devastated, the United States

tried to build a new international system. It created institutions, rules and norms that would encourage countries to solve their differences peaceably — through negotiations rather than war. It created a system

where trade and commerce would expand the world economy so that a rising tide could lift all boats. And it emphasized basic human rights, so that there were stronger moral and legal prohibitions against dehumanizing policies like those that led to the Holocaust.

It didn't work perfectly. The Soviet Union and its allies rejected many of these ideas from the start. Many developing nations adopted only some parts of the system. But Western Europe, Canada and the United States did, in fact, become an amazing zone of peace and economic, political and military cooperation. Certainly there was competition among nations, but it was managed peacefully and always with the aim of greater growth, more freedom and improved human rights.

The "West" that emerged is, in historical terms, a miracle. Europe, which had torn itself apart for hundreds of years because of the "elemental nature" of international competition, was now competing only to create better jobs and more growth, not to annex countries and subjugate populations.

This zone of peace grew over the years, first encompassing countries like

Japan and South Korea, and then later a few countries in Latin America. It was always in competition and conflict with the Soviet bloc, in traditional geopolitical ways.

Then in 1991, the Soviet Union collapsed and large parts of the world gravitated toward this open international order.

At the heart of the system was the United States. America had tried to create such an enterprise after World War I but failed. Franklin Roosevelt, learning from

those mistakes, advanced a new set of ideas as World War II was drawing to a close. This time, it worked.

Since then, every president of either party has recognized that America has created something unique that is a break from centuries of "elemental" international conflict. In the last two and a half decades, America has tried to help incorporate hun-

see ZAKARIA page 19



## Opinion

# Prescription for small-business rebirth: The 15 percent solution

Recently I had a conversation with my daughter about why she left her private practice and went to work for a large medical center. She said there were two reasons: First, it was very difficult to keep up with all the paperwork required to collect money from health insurance companies, and, second, there was too much risk involved.

Our family has been in small business for five generations in Utah. Growing up, I never considered not being a small-business owner. Not only is being a small-business owner the American dream, it is the pathway to the upper middle class economically.

On average, there are 540,000 new businesses started each year in the United States. Half will survive five years. Of the businesses that close, 34 percent are successful and close voluntarily and 66 percent fail economically. Not bad odds if you are in a craps game.



**ROBERT PEMBROKE**

But in 2014, only 452,835 firms were born, according to the most recent U.S. Census Bureau data. Yes, there has been a long-term, 40-year decline in startups and the Great Recession was really a killer. Capital was scarce and the reward was overwhelmed by the risk. That is what my daughter felt.

Our country has been systematically flawed when it comes to entrepreneurship. For decades, big businesses have crafted policy that favors them over small businesses. They pay an effective tax rate of 13.7 percent on earnings while a small-business owner pays in the neighborhood of 29 percent. Their employee healthcare costs are 8 percent to 18 percent lower. Their cost of complying with regulations are 50 percent lower. Then there's the "Walmartization" effect, where small business lacks the infrastructure needed to source goods from overseas. The startup culture has now permeated big business

within their research and experimental divisions.

This pretty well capsulizes what's been going on and the big question is, "Do we need to change?"

The only large organization I worked for was the U.S. Army and the lack of freedom was the pits. I was "born to be free."

So, let's see if we can't change course and "make America great again." The Trump supporters have the right idea. Their vehicle — Trump — is very questionable. But, in the big picture, that is very minor. By focusing on small-business tax reform, America will lead the world in more and better jobs. A great small-business tax policy will not only bring back strong economic development, but also a mindset that freedom trumps socialism.

My recommendation for small-business taxes is a flat-rate 15 percent of pretax earnings for businesses with one to 99 employees. Keep all the deductions and screw the short-term deficit. John Kennedy kind of did this and what a great time it

was.

Kennedy enjoyed a miraculous economic turnaround. At the time of his death in November 1963, an employment boom was beginning that carried on until the mid-1970s.

How about a GDP growing at 6.6 percent and an unemployment rate of 3.8 percent in 1966? Of course, Kennedy proposed other liberal ideas to Congress, such as increasing the minimum wage, expanding unemployment benefits, boosting Social Security benefits and spending more on highways.

I believe that if we get America to accept a 15 percent flat tax rate on small business, we can easily pay for those "liberal" ideas.

Yes, I was born to be free.

Robert Pembroke is chairman of Pembroke's Inc. in Salt Lake City. He is vice chair of the United Way of Salt Lake, a member of the Salt Lake Rotary Club and a past recipient of the Utah National Guard Minuteman Award.

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## CALENDAR

from page 10

Tannen Ellis-Graham, chief executive officer and co-founder of Career Karma 360. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 with pre-paid registration, \$30 at the door. Details are at murraychamber.org.

### July 7, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker Craig Burnett, Murray City police chief, will discuss "Crime Prevention in Murray City." Location is The Egg & I Restaurants, 1919 E. Murray Holladay Road, Holladay. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

### July 7, 8-10 a.m.

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at the-chamber.org.

### July 7, 8-10 a.m.

**First Friday Face-To-Face**, a Salt Lake County Business to Business Networking Group event. Location is Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

### July 12, 11:30 a.m.-1 p.m.

**Connect 4 Lunch**, a Sandy Area Chamber of Commerce event. Location is the Brick Oven, 10622 S. River Front Parkway, South Jordan. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at sandychamber.com.

### July 13, 9 a.m.- noon

**2017 UTC Open**, a Utah Technology Council event open to UTC top executives. Location is Topgolf, 920 Jordan River Blvd., Midvale. Details are at utahtech.org.

### July 13, 11:30 a.m.-1 p.m.

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker is from the Utah Department of Workforce Services. Location to be determined. Details are at murraychamber.org.

### July 14, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

### July 18, 11:30 a.m.-1 p.m.

**Women in Business Golf Social**, a Sandy Area Chamber of Commerce event. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Details are at sandychamber.com.

### July 18, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

### July 18, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

### July 19, 3-4:30 p.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

### July 20, 8-10 a.m.

**Utah Compensation Survey Briefing Session**, a Mountain States Employers Council (MSEC) event. Location is MSEC Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Free. Details are at msec.org.

### July 20, 11:30 a.m.-1 p.m.

**Networking with Friends**, a Murray Area Chamber of Commerce event. Speaker Daryl Shaun Price will discuss "The Hat Rack Syndrome." Location to be determined. Cost is \$15 for members, \$20 for nonmembers. Details are at murraychamber.org.

### July 21, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker is Sim Gill, Salt Lake County district attorney. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

### Aug. 1, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a

see CALENDAR page 19

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## TRUMP

from page 1

ally didn't talk much about employment law issues and really since he has become president, he hasn't talked much about employment law issues. So to some extent, we're gazing into the crystal ball, reading tea leaves, about what we think will happen. But there are a lot of things that have happened already."

Langton did not discuss healthcare reform, which is stalled in Congress, and travel bans, stalled in courts, but said that the most significant happening so far has been the appointment of Neil Gorsuch to the U.S. Supreme Court — an action that could have ramifications for decades to come. Gorsuch uses "originalism" in interpreting the U.S. Constitution and "textualism" in statutory interpretation, Langton said, adding that Gorsuch has been critical of Supreme Court precedents requiring judicial deference to government agencies.

"He's taken a narrow interpretation of whistleblower suits, [and] he's not a big fan of

class actions, which leads us to believe that he will be acting in a very conservative way on the court," Langton said.

One change that many employers "were really gearing up for" is on hold. Under the Obama administration, the Department of Labor overhauled overtime pay regulations, roughly doubling the minimum salary at which an employee can be exempt from overtime pay, to \$47,476. It was scheduled to take effect last December but a November federal court action halted its implementation.

Many people expect the Trump administration to try to revert to the old standard, but if they want to change the regulation, that could take time due to a lengthy rule-making process. What's more, Alexander Acosta, the new secretary of labor, does not appear to support the threshold doubling but has suggested he would support updating the OT rule to some degree, Langton said.

"It's also possible that Congress might act," he said. "There's been a proposal that was introduced recently to increase that threshold compensation level to \$36,000, but we re-

ally don't know what's going to happen."

"Another biggie," one regarding pay disparity, also is in the lurch. The Equal Employment Opportunity Commission (EEOC) has proposed changes to a report called the EEO-1 that requires companies with 100 or more employees to report annually aggregate compensation data for all employees by gender, race and ethnicity.

That form change is set to take effect in March 2018.

The question is what the Trump administration will do. It may seek to rescind the changes before the first reporting is due or may seek to revise the reporting requirements to ease the burden on employers. But if the changes do take effect, the disclosures on the form will be based on 2017 data, meaning that covered employers will need to conduct self-audits and make appropriate changes during 2017.

"This is one of those, in my view, huge quandaries for employers because if the changes do go into effect — and right now, we really don't know what's going to happen — if they do go into effect and employers have to

report this information in March of next year, the data is going to be based on 2017. It's going to cover the last quarter of 2017," Langton said.

"It's got to be one pay period between Oct. 1 and Dec. 1, 2017. The employer gets to pick which pay period is covered. But if there are pay disparities at the company during that time period that make it look to the EEOC that there is something discriminatory — either from a gender or ethnicity standpoint — it's going to be too late to fix it. So, right now, employers are between a rock and a hard place on this EEO-1 form."

Also, the EEOC's new acting chair, Victoria Lipnic, voted against the pay data report proposal while on the EEOC.

"There's no way we can tell you exactly what to do," Langton told the audience. "I think that there's a good chance Trump and Lipnic won't want that to go into effect in its current format, but we don't know. And it's kind of a warning to employers that they need to fix those disparities now."

Employers also should expect changes involving the Na-

tional Labor Relations Board (NLRB), which is likely to revisit rules and decisions made during the prior administration. "When it becomes a Republican-majority NLRB, then I think we can reasonably expect that a lot of things that happened under the Obama administration will be rolled back," Langton said.

Christina M. Jepson, a shareholder of Parsons Behle & Latimer and chair of its employment and labor law practice group, said new administration changes will hinge on who is appointed to lead agencies, what they will be charged to do, what their enforcement priorities will be, how they will interpret laws and which issues will be pushed. Among issues likely to be addressed involve healthcare reform, immigration, paid parental/sick leave, marijuana use, transgender accommodation and non-compete agreements, she said.

"So, the election has had quite a big impact on employment law," Jepson said, "and I think don't think we'll know for a couple of years really how big that impact is going to be."



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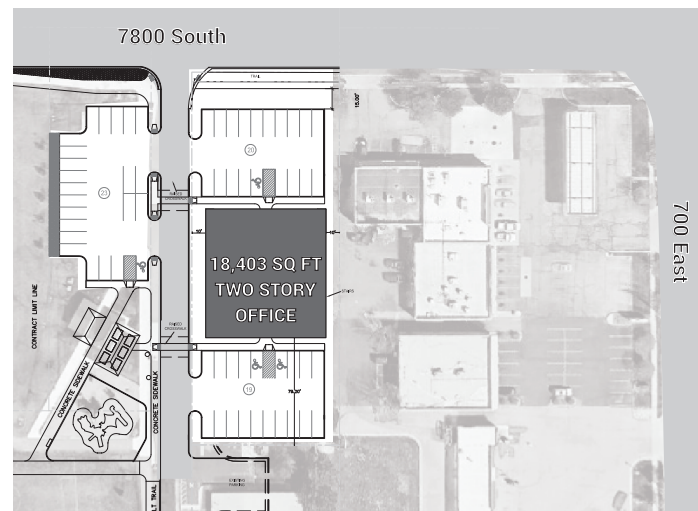
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## TECH

from page 12

The business moved the data entry clerks into another role where they began to generate revenue for the company. They estimated a minimum \$50,000-per-year savings from this change.

## Change your grip

On another recent consulting visit, I found myself working with a sizable manufacturing company. They had four internal IT staff members, 40 physical servers and a pretty messy network. The company wanted to better control its IT costs and consolidate its servers. The idea was that this would result in lower hardware costs and fewer points of failure.

After an extensive review of their network, personnel and processes, they were ready to change their grip. They made some changes to their IT staff and let go two of the four employees. They strategically partnered with a managed service provider to fill in the gaps and to get access to tools that allowed better automation and administration of the network. They also did a pretty huge project to virtualize all their servers and drastically change their server footprint.

These changes resulted in hundreds of thousands of dollars in yearly savings for the company in labor costs, hardware maintenance and support. It also gave them a more robust solution with fewer points of failure. Sometimes we just need to change our grip.

Technology solutions can be complex. They require a lot of thought and work. Strategy is key. If C-levels take the time to invest

in understanding IT, they can enjoy enormous benefits for their organizations through increased efficiency, labor savings and cost savings.

Mike Herrington is the manager of business development at i.t.NOW.

## ZAKARIA

from page 14

dreds of millions of people, from Mexico to Ukraine, who want to be part of this liberal — meaning free — international order.

From the start of his political career, Trump has seemed unaware of this history and ignorant of these accomplishments. He has consistently been dismissive of America's closest political, economic and moral allies. He speaks admiringly of strongmen like Vladimir Putin, Xi Jinping, Abdel Fattah el-Sissi and Rodrigo Duterte, but critically of almost every democratic leader of Europe.

The consequences of Trump's stance and his actions are difficult to foresee. They might result in the slow erosion of the liberal international order. They might mean the rise of a new, not-so-liberal order, championed by China and India, both of them mercantilist and nationalist countries.

But they could also result in the long run in the strengthening of this order, perhaps by the re-emergence of Europe. Trump has brought the continent's countries together in a way that even Putin could not. German Chancellor Angela Merkel said that Europe

must look out for itself and, as if to underscore that fact, the same week welcomed the prime minister of India and the premier of China. French Pres. Emmanuel Macron upheld Western interests and values face-to-face with Putin, in just the way an American president would have done in the past.

Donald Trump might not cause the end of the Western world, but he could end America's role at its center.

Fareed Zakaria's email address is [comments@fareedzakaria.com](mailto:comments@fareedzakaria.com).

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## CALENDAR

from page 16

Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## Aug. 2, 8:30-10 a.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## Aug. 3, 11:30 a.m.-1 p.m.

**Strictly Networking Luncheon,** a West Jordan Chamber of Commerce event.

Location is SpudToddos, 7251 S. Plaza Center Drive, Suite 120, West Jordan. Free (pay if ordering from the menu). Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Aug. 4, 8-10 a.m.

**First Friday Face-To-Face,** a Salt Lake County Business to Business Networking Group event. Location is Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Aug. 4, 8:45-11 a.m.

**"Networking Without Limits,"** a Salt Lake Chamber event. Jim Woodard of CCI Mechanical Services will discuss "Building Better Business Relationships." Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## Aug. 5, 5:30 p.m.

**Annual Member-Only Summer Social and Garden Party,** a Holladay Chamber of Commerce event. Location to be announced. Free for chamber members and one guest, \$35 for nonmembers. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## Aug. 9, 11:30 a.m.-1 p.m.

**Connect 4 Luncheon,** a Sandy Area Chamber of Commerce event. Location is Scheels, 11282 S. State St., Sandy. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

## Aug. 10, 5:30-8 p.m.

**Women's Business Center**

**Summer Social,** with the theme "Celebrating 20 Years of Entrepreneurship." Location is The Falls Event Center, 580 S. 600 E., Salt Lake City. Cost is \$70 before July 10, \$84 July 10-Aug. 9, and \$100 the day of the event. Details are at [slchamber.com](http://slchamber.com).

## Aug. 11, 7:30-8:30 a.m.

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Speaker is Erika Workman, "The Possibility Queen." Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at [murraychamber.org](http://murraychamber.org).

## Aug. 11, 7:45-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event. Location is the Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Aug. 15-17

**102nd Annual Convention and Golf Tournament,** a Utah Mining Association event. Location is Zermatt Resort and Crater Spring Golf Course, Midway. Details are available by contacting Marilyn Tuttle at (801) 364-1874 or [mining@utahmining.org](mailto:mining@utahmining.org).

## Aug. 15, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

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